

## Organizational Commitment with Personality Type (Myers-Brigg's) in Bank Staff of Iran

Maryam Khodabakhshi

Department of Psychology, PhD student Psychology ,YSU, Armenia

---

### ABSTRACT

This study was done to determine the relationship between staff's organizational commitment and its relation with Myers – Briggs' personality types. This study was conducted on 300 employees of City bank in Tehran. In this study, Carl Jung's theory was used to assess personality types that Myers - Briggs have produced its questionnaire. This questionnaire studies normal subjects' personality types in extraversion - introversion, sensing - intuitive, emotional - thoughtful domains. In order to measure organizational commitment Allen Meyer's questionnaire has been used to determine organizational commitment in affective, normative and continuous areas. Using statistical analysis and regression the results demonstrate that there is a significant positive relationship between the extroverted personality types with organizational commitment and extroverts generally have higher organizational commitment. Thinking and judging types have also higher organizational commitment compared to other types. The introverted personality types, emotional, and thoughtful people have less organizational commitment and they show significant negative correlation with organizational commitment.

**KEYWORDS:** personality types, organizational commitment, bank staff

---

### INTRODUCTION

Commitment word repeatedly has emphasized in social psychology and organizational texts and is defined in different ways. Loyalty and commitment of staff are explained in details in the administrative culture. The most common way to deal with organizational commitment is that organizational commitment is considered a kind of emotional attachment to the organization. Based on this method, the person who is strongly committed takes his identity from the organization, he participates in the organization and will be active and will enjoy his membership (Sarughi A. 1996).

Buchanan considers commitment as a kind of emotional attachment to the values and goals of an organization, dependence of the individual's role in relation to values and goals and to the organization because of the organization separated from its instrumental values (Proof,2006). Commitment is a psychological stage that

- 1) Indicates person intimate relationship with the organization
- 2) indicates to continue or not continuing membership in the organization (Bodamosi, 2005).

Lutanz believes that organizational commitment is an attitude about staff loyalty to the organization and it is a continuous process through which organization members show their interests in organization and its continuous success (Chen, L. (2006). In fact the organizational commitment is some kind of evaluating of coordination between individual values and beliefs of the organization( Crawford & etal (2001).in Bally's opinion organizational commitment is property of an organization and he considers it as results of social viewpoints (Parker, H. (2000).

In the triad model, organizational commitment is formed of emotional, continuous and normative aspects.

**a) Emotional commitment:** shows staff emotional dependence to the organization in order to be identified with it and be involved in organizational activities.

**b) Continuous commitment:** is a kind of commitment for continuing activities in the organization and the sense of unwillingness to leave them due to the losses caused by abandoning the organization on individuals.

**c) Normative commitment:** Includes moral obligation upon the necessity of staying in the organization. The research results show that in triangle of organizational commitment, emotional commitment is more

associated with tendency to leave a job and with its increase tendency to leave a job will decrease. In recent years many studies have focused on the concept of organizational commitment. Despite the very high regard, commitment concept and its measurement method is well known.

#### **Emotional commitment views**

- A) Emotional or attitudinal commitment: in this viewpoint people are identified with organization and therefore continue to membership to pursue their goals.
- B) Behavioral commitment: a very different viewpoint of organizational commitment that consider commitment as a behavioral affair not attitudinal one, according to this viewpoint people depends on an organization mostly because of interests like benefits and seniority rather than desired feelings and emotions toward an organization (Proof, A. (2006).

View the distinction between attitudinal and behavioral viewpoints in some research conducted in this area is evident. In behavioral viewpoint research primarily identify conditions in which a previous behavior is repeated again as well as results recognition of such behavior are focused on changing attitude (Chen, L. (2006).

Allen and Mayer have divided organizational commitment to triad dimensions, they are emotional commitment that expresses emotional cohesion and identifying staff with organization values and goals, reasonable or continuous commitment that expresses costs resulted from leaving the organization and so obligation to stay in organization and normative commitment that expresses sense of debt to organization and so necessity to stay in it. They believe that emotional commitment refers to the fact that employees are characterized effectively with their organization and they are involved in the organization's goals and objectives. Continuous commitment is dedicated to the fact that a person remains in organization and commits not to be able to leave it when he is its member, for example the reason could be that remaining employees are not able to find lucrative job suitable for their experiences and competencies and another occupational opportunity is not available. Continuous commitment can be the result of long experience and financial interests so if they want to leave the organization they will lose these advantages. Normative commitment: person stay in organization with all social pressures. For example when important people believe in that he must stay in that organization, so he is also confirmed that he must stay (Parker, H. (2000).

Bally considers organizational commitment as an organization capital and considers it as result of the social perspectives (Parker, H. (2000). One of the most important capitals of each organization is having employees with high organizational commitment, in recent years organizational commitment has been important part of organizational studies and study center, because its relation with organization quality has been proved. Research show that staff commitment is an effective and strong force (Culverson DE(2002). Organizational commitment is an attitude about staff loyalty to the organization and is an ongoing process through participation in corporate decisions causes considering people, organization, success and prosperity of the organization (Seeratdoost Z & ETAL,2005)Efficient manpower is a main index of excellence of an organization to other organizations. Committed manpower raises an organization in society and prepares the field for developing and expanding the organization (Saghafi,2006).

### **METHOD & MATERIAL**

This research is a fundamental research and its purpose is to explore relationships between variables and research method is correlation. To analysis data descriptive statistics method has been used like Frequency tables, graphs, calculating means, SD and also statistical indices have been used to test hypothesis by correlative method and multi variables regression. To determine type of bank staff personality, Mayers- Brigs questionnaire has been used that is inferential from Gustav Jung theory and this questionnaire is one of the most famous questionnaires in world and has been populated in Iran by Jahanian (2006). Mayers-Brigs questionnaire , sixth edition European-English volume, is an instrument with 88 questions and includes 25 questions in extroversion – introversion dimension, 19 questions in sensory- intuition, 24 questions in thinking-feeling and 19 questions in judging- perceiver dimension and it has one extra question that doesn't include test scoring (Yiannakis, C. & Taylor, N.(2009). Allen and mayer Organizational commitment questionnaire (1993) has been used to evaluate occupational commitment of staff. This questionnaire has been made by Allen, Mayer and Smith in 1993 to measure and evaluate three dimensions of occupational commitment includes feeling, continuous and normative commitment with 18 questions. The statistical

society in present research includes: all employees of City Bank in Tehran who are working in 2011 that selected cluster randomly.

**Hypothesis**

**1) There is significant correlation between the type of personality and organizational commitment.**

Table 1: the correlation coefficients between personality types and organizational commitment

Statistic Subscale	n	df	r	Sig
Extraversion	300	298	0.30	0.00
Introversion	300	298	-0.32	0.00
Intuition	300	298	0.08	0.16
Sensing	300	298	-0.16	0.00
Thinking	300	298	0.13	0.02
Feeling	300	298	-0.22	0.00
Judgment	300	298	0.27	0.00
Perception	300	298	-0.31	0.00

According to the above table, each of the above functions of introversion (-0.32) and extraversion (0.30) have a significant and moderate correlation with organizational commitment. And the observed values are larger than the critical value (0.14) at the 0.01 level and with 99% confidence, it can be said that a significant inverse relationship exists between organizational commitment and increased introversion and as employees' introversion increases, their organizational commitment reduces and this states for a direct correlation with extraversion showed as the higher extraversion is, the higher would be the organizational commitment.

According to the above table, intuition function ( $r = 0.08, p > 0.05$ ) does not have a significant correlation with organizational commitment. On the other hand, sensing function is significantly and inversely correlated with organizational commitment at the 0.01 level ( $r = -0.16, p < 0.01$ ) so that higher levels of sensing function is associated with lower organizational commitment.

Besides, feeling functions have a correlation coefficient (-0.22) with organizational commitment and the observed value is less than the critical value (-0.14) at the 0.01 level and with a 99 percent confidence, an increase is resulted by feeling performance, reducing organizational commitment. Additionally, thinking function also has a significant correlation (0.13) to organizational commitment. And the observed value is larger than the critical value (0.11) at the 0.05 level and with 95 percent confidence, a significant relationship exists between thinking function and organizational commitment and as employees' performance approaches thinking, their commitment to their organization grows.

Also according to Table 1, perception function has a significant inverse correlation with organizational commitment ( $r = -0.31, p < 0.01$ ) and with 99% confidence, with a perception performance, organizational commitment decreases. Moreover, judgment function also has a significant direct correlation with organizational commitment ( $r = 0.27, p < 0.01$ ) so that as judgment performance increases, an increase in organizational commitment is resulted.

**2) Between the type of personality with affective organizational commitment, there is a significant correlation**

Table 2: correlation coefficients between the personality types of affective organizational commitment

Statistic Subscale	n	df	r	Sig
Extraversion	300	298	0.24	0.00
Introversion	300	298	-0.25	0.00
Intuition	300	298	0.07	0.27
Sensing	300	298	-0.12	0.04
Thinking	300	298	0.14	0.01
Feeling	300	298	-0.18	0.00
Judgment	300	298	0.16	0.02
Perception	300	298	-0.17	0.00

Each functions of introversion (0.18) and extroversion (-0.19) have a significant and moderate correlation with emotional commitment. And the observed values are greater than the critical value (0.14) at 0.01 and 298 degrees of freedom and with 99% confidence, it can be said that a significant inverse

relationship exists between introversion and emotional commitment and employees' occupational stress decreases by introversion and on the other hand, the direct correlation between extroversion represents that characters with higher extrovert performance face higher emotional commitment.

According to Table 2 it can be seen that sub-scales of intuition ( $r = 0.07$ ,  $p > 0.05$ ) does not have a significant correlation with emotional commitment. Moreover, the sensing function is inversely correlated with emotional commitment and with a 99% confidence, an increase in sensing performance leads to lower emotional commitment ( $r = -0.12$ ,  $p < 0.05$ ).

The feeling function has correlation coefficient (-0.18) and is significantly correlated to emotional commitment and the observed value is less than the critical value (-0.14) at the 0.01 level, thus with a 99 percent confidence, with higher feeling functioning, emotional commitment is reduced. Functions are also mindful of the. Furthermore, thinking function has a significant correlation (0.14) with emotional commitment and the observed value is larger than the critical value (0.11) at the 0.05 level and with 95 percent confidence, a significant relationship exists between thinking and sensing functions and emotional commitment and an increase in employees' emotional commitment is caused by their thinking performance.

Perception function has a significant inverse correlation with affective organizational commitment ( $r = -0.17$ ,  $p < 0.01$ ) and with 99% confidence with a strong perception performance, affective commitment is reduced. The judgment function also has a significant direct correlation with the affective commitment ( $r = 0.16$ ,  $p < 0.05$ ) and an increase in the performance of the judgmental leads to increase in emotional commitment.

**3) Between personality types and continuous organizational commitment, a significant correlation exists**

Table 3: correlation coefficients between personality types and continuous organizational commitment

Statistic Subscale	n	df	r	Sig
Extraversion	300	298	0.29	0.00
Introversion	300	298	-0.29	0.00
Intuition	300	298	0.04	0.51
Sensing	300	298	-0.12	0.03
Thinking	300	298	0.08	0.12
Feeling	300	298	-0.17	0.00
Judgment	300	298	0.25	0.00
Perception	300	298	-0.30	0.00

Given the above table, functions of introversion (-0.29) and extraversion (0.29) have a significant and moderate correlation with continuous commitment and with 99% confidence, there exists a significant inverse relationship between continuous commitment and introversion and as staff's introversion increases, they are less vulnerable to be continuously committed and in contrast, a direct correlation between extraversion and continuous commitment shows that an extrovert character encounters a higher level of occupational stress in the physical health aspect.

Besides, the intuition function correlation ( $r = 0.04$ ,  $p > 0.05$ ) is not significant regarding continuous commitment. And sensing function has a weak reverse correlation with continuous commitment and with 95% confidence, continuous commitment decreases by growth in sensing performance ( $r = -0.12$ ,  $p < 0.05$ ).

On the one hand, thinking function is not correlated to continuous commitment significantly ( $r = 0.08$ ,  $p > 0.05$ ). On the other hand, the feeling functions has correlation coefficient (-0.17) which has a meaningful correlation with continuous commitment and with the observed value less than the critical value (-0.14) at level 0.01; there is a 99% confidence that the result of increasing feeling is reduction in continuous commitment.

Perception function has a significant inverse correlation with continuous organizational commitment ( $r = -0.30$ ,  $p < 0.01$ ) and with 99% confidence with higher perception performance, continuous commitment decreases. The judgment function also has a significant direct correlation with the continuous commitment ( $r = 0.25$ ,  $p < 0.01$ ) so that an increase in the performance of the judgment, emotional commitment will also increase.

**4) Between personality types and normative organizational commitment, a significant correlation exists.**

Table 4: correlation coefficients between personality types and normative organizational commitment

Statistic Subscale	n	df	r	Sig
Extraversion	300	298	0.91	0.00
Introversion	300	298	-0.14	0.00
Intuition	300	298	0.10	0.08
Sensing	300	298	-0.13	0.03
Thinking	300	298	0.08	0.28
Feeling	300	298	-0.13	0.003
Judgment	300	298	0.23	0.00
Perception	300	298	-0.23	0.00

Each of the functions introversion (-0.14) and extraversion (0.19) has a significant correlation with normative commitment. As a result, with 95 percent a significant inverse relationship between normative commitment and introversion exists and with an increase in introversion, employees' normative commitment is reduced and in contrast, a direct correlation exists between extraversion and normative commitment and with a 99 percent confidence, those with higher extraversion properties experience more normative commitment levels.

According to the above table, intuition function ( $r = 0.10, p > 0.05$ ) does not have a significant correlation with normative commitment. And sensing function has a weak inverse correlation with normative commitment, and 95 percent confidence by an increase in intuitive performance, normative commitment is reduced to ( $r = -0.12, p < 0.05$ ).

Furthermore, thinking function also lacks any significant correlation with normative commitment ( $r = 0.08, p > 0.05$ ). In corollary, feeling functions has a correlation coefficient (-0.13) towards normative commitment and the observed value is less than the critical value (-0.14) at 0.01 level and with a 99 percent confidence an increase in feeling performance results in reduction of normative commitment.

According to Table 4, it is observed that perception function has a significant inverse correlation with the normative commitment ( $r = -0.23, p < 0.01$ ) and with 99% confidence, with an increase in perception performance, normative commitment is reduced. The judgment function also has a significant direct correlation with the normative commitment ( $r = 0.23, p < 0.01$ ) so that the more judgmental one's performance is, the higher his/her normative commitment is likely to be.

In following, the results of regression analysis with simultaneous personality types are used in predicting organizational commitment. The results of this analysis are presented in the table below.

Table 5: results of regression analysis to predict the organizational commitment by personality type

Model	Predictive variables	beta	R	R2	t	F(8,291)
A	Extraversion	0.24	0.48	0.23	1.67	11.23 **
	Introversion	-0.03			-0.18	
	Sensing	-0.19			-1.62	
	Intuition	-0.06			-0.53	
	Thinking	0.02			-0.31	
	Feeling	-0.19			-2.58*	
	Judgment	-0.08			-0.58	
	Perception	0.28			-1.95*	

\* P < 0.05

From the table, it can be seen that by inserting concurrent types of personality traits in predicting organizational commitment among eight personality functions, feeling and perception functions are significant predictors of organizational commitment so that feeling function has a significant reverse predictive factor of -0.19 ( $t = -2.58, p < 0.05$ ). In contrast, perception function directly deals with predicting organizational commitment ( $t = -1.95, p < 0.05$ ).

**Conclusion**

According to conducted analysis, personality types that have most positive significant correlation with organizational commitment include extraverts, thinking and judging. This finding is shown in figure 1. This means that people with these types have higher organizational commitment than other personality types.

Figure 1: predictors of organizational commitment by personality type



As it has shown in figure 2, extraverts, thinking and judgments have higher organizational commitment than other personality types of Jung and they have some special characteristics that are explained:

Extraverts usually receive their energy and livingness from external sources like social condition and other people and they value reasonable relationship and have high organizational commitment.

Thinking people are related to impersonal decision making it means they are logical people in decision making, they are objective and analytic during decision making. They decide by analyzing and studying documents, they enjoy problem solving and they tend to rely on cause and effect relations and they have high organizational commitment.

#### REFERENCES

1. Bodamosi, G. (2005). The influence of performance appraisal on organizational commitment: the case of Botswana. *University of Sharjah Journal of Pure & Applied Sciences*. 3, 81-96.
2. Chen, L. (2006). The effect of internal marketing organizational commitment a mongo retail bank manager. *The eternal journal of bank marketing*. pp. 108-116.
3. Crowford, J., & Lock, P. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*. 16, 594-613.
4. Culverson DE(2002). Exploring organizational commitment following radical change: A case study within the Parks Canada Agency [dissertation]. Canada: University of Waterloo; pp 342-356.
5. Jahanian, Malihe (2006).standardization marker Myers-Briggs (MBTI) in privet sector employees in Tehran city, [Dissertation]. Tehran: Allame Tabatabai University.
6. Meyer, J. P., & Allen, N. T. (1999). A three components conceptualization of organizational commitment. *Human Resource Management Review*. 1, 61-88.
7. Parker, H. (2000). Assessment of performance. *Journal of Management*. 9, 47-96.
8. Proof, A. (2006). The relationship between job satisfaction, occupational and organizational commitment of academics. *The journal of American of business, Cambridge*. 78-88.
9. Saghafi N(2006).Relationship of Organizational culture with Organizational commitment of the employee's social security [dissertation].Tehran: University of Tehran.
10. Sarughi A. (1996). Studying the Effect of Organizational Commitment on Job Desertion among Railway Co. Managers and Experts [Dissertation]. University of Tehran.
11. Seeratdoost Z. Relationship between organizational commitment rate performance and headquarters national Iranian oil products distribution [dissertation]. Tehran: Institute of Higher Education; 2005 (Farsi).
12. Yiannakis, C. & Taylor, N.(2009).Sout Africa:Jopie Van Rooyen & Partners, S.A (Pty) Ltd.